

# PLANNING AHEAD

Notes for the Planning and Policy  
Community



US Army Corps  
of Engineers

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## ***A Note from the Leader of The Planning Community of Practice***

The Planning Advisory Board (editors note: The Board is made up of the MSC planning chiefs, senior planning and policy staff from HQ and the Planning, Engineering, and Operations CoP leaders.) meeting was hosted the week of April 19th by our wonderful colleagues from the Pacific Ocean Division. We discussed many things, but I will only comment on what I feel are the three most important things- planning centers of expertise, our new planning guidance, and the watershed approach to problem solving.

It is my personal vision that the Corps of Engineers be viewed by all as an unbiased expert in water resources development and management. The planning centers of expertise are the way to get there. The centers should eventually have sufficient work to develop and sustain world class expertise in their designated areas. We have supported them in 2 ways- first, by directing that independent technical review be done by the centers. Secondly, by trying to identify funds and make them available to the centers for their growth and development. Planning centers were mandated by OMB to remove bias from Districts needing projects to survive.

Our traditional planning guidance needs changing. The guidance was the way to go when we constructed large projects, those with localized cost and widespread benefits, and when the cost was 100 percent federal. Planning economic analysis was the key to ranking projects and preparing the ones yielding the highest return on the federal dollar for the budget. Today, it is simply more appropriate to evaluate a project's value based on all 4 accounts (national and regional economic development, social well being and environmental quality). There are 4 major Circulars being proposed. The one describing procedures for collaborative planning was the most controversial at the meeting, and will likely be the most controversial as we attempt to implement them. The most serious concern from the PAB was the increased analysis required because of the 4 account approach, and the fact that the guidance includes a mandatory 3 year time frame. It will require the use of more judgment and less rigor in our analysis.

Finally, we concentrated on means to implement the watershed approach. We have exempted watershed studies from the mandatory completion time of 3 years. We identified a number of demonstration candidates that are already funded, and plan to partner with EPA as an initial step in getting a collaborative approach kicked off.

These are exciting times, periods of changing on the fly to satisfy our nation's needs. Glad you are with us.

Bill Dawson  
Planning Community of Practice Leader  
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## ***Words from the Editor***

Readers of *Planning Ahead*,

Attention! You have now received the April issue of *Planning Ahead*! Spring has come, the weather is getting hot and so is *Planning Ahead*! Month after month, we receive feedback from readers in various districts and division offices on how to make *Planning Ahead* even spicier! I appreciate all who have shared their candid comments and suggestions and will do my best as your editor to be sure all are taken into consideration to maintain the legacy of *Planning Ahead*. This newsletter is designed to cater to you--the planning community and all interested who find it beneficial to share the wealth of information that resides around the Corps.

During the life span of *Planning Ahead*, it is natural that some monthly columns will improve, others will dissolve, and new columns will be introduced. In the March issue, two new columns were featured: "1-900-Planner", and "GIS in Planning" (<http://www.usace.army.mil/inet/functions/cw/cecwp/news/v8i3.pdf>). Both were started to provide valuable resources to activities and projects being worked on in the planning community and expose the real issues and concerns that people have surrounding those activities. We encourage and ask you to please send any questions, comments, or issues that you feel should be brought to the attention of other readers to me, and they will be featured in "1-900-Planner". Remember, voicing these questions and concerns can provoke discussion, at the very least, and/or possible solutions. As GIS continues to emerge in its usefulness to the Corps, we ask that you share those examples with us also.

Once again, I thank the *Planning Ahead* team for their commitment to making this newsletter a success. I realize all of you are busy this time of year, but *Planning Ahead* could not be the success that it is without you. You all are the best!

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## **FEATURED ARTICLES**

### ***Wetland Delineation Prepared for Fort Detrick***

*Joyce Conant, Baltimore District*

When Betty Boyland, the cultural and natural resources manager for Fort Detrick, Md. called Baltimore District to request a wetland delineation and floodplain analysis of the installation's Area B, known as the farm and recreation area, Planning Division was quick to respond.

"With so much construction taking place on Fort Detrick, it was imperative that the wetlands and floodplains be identified to ensure that area was not developed," said Boyland, referring to a burst of new construction activity to take place the next five years. "Wetlands are vital and part of the Chesapeake Bay initiative - we don't want to lose any more wetlands."

In just two months, a District team completed a delineation and verification of the Area B wetlands and floodplains and prepared a final report consisting of maps and photographs, which will be used by Fort Detrick for siting future development projects. The team was led by Larry Eastman and included Stacey Underwood, Craig Thomas, Heather Wells and Jared Scott of Planning Division, and Joe DaVia of Regulatory Branch, Operations Division.

"After the completion of the two projects, the Corps provided complete documentation, maps and photographs of the area. The wetland and floodplain areas were added as layers to our Geographic Information System. In addition to having layers for storm water, pipelines and cables, we now have a layer for wetlands," Boyland said.

This information will help Fort Detrick avoid future construction problems as the "city within the city of Frederick, Md." continues to grow and modernize with a rapid pace, said Boyland.

"The Corps is the only group that does wetland delineation and has jurisdictional determination with final authority," said Boyland. "We wanted to ensure we met all legal requirements to avoid future problems obtaining building permits, or worse, holding up projects because we didn't take the necessary precautions," said Boyland.

Section 404 of the Clean Water Act regulates the discharge of dredged or fill material into waters of the United States, including jurisdictional wetlands.

"A fundamental precept of the Section 404 program states that impacts to waters of the U.S. should be avoided and minimized to the maximum extent practicable," said DaVia, an environmental protection specialist in the Regulatory Branch.

"Floodplains too, are vital and sensitive areas," said Eastman of the Planning and Environmental Services Branch. The floodplain analysis performed by Planning Division identified potential flood hazards and endorsed prudent use and management of the floodplains. Such upfront planning and early consideration of obstacles is the cornerstone of the Baltimore District's planning support to military construction. "Assessing project impacts on wetlands, historic resources and other areas of concern are fundamental items of consideration in the planning process," said Eastman.

With its unique experience and specialized personnel, Planning Division assists military customers and other federal agencies in determining appropriate courses of action for future use and development of their facilities. When issues arise outside of Planning's area of responsibility, other District expertise, such as Regulatory Branch, is called upon, said Eastman.

"We want to get the word out to the facilities that we do this type of work and that by knowing what they are dealing with ahead of time helps them to avoid problems with future construction," said Thomas, an environmental protection specialist in the Planning and Environmental Services Branch.

Boyland said she's sure as development pressure increases at installations, the services provided by the Planning Division, Regulatory Branch and other District elements will likely be called upon again by others seeking to develop in an environmentally sustainable manner.

"Working with the Corps was a pleasant experience - the whole process was very timely and we received a full package," said Boyland, who has since requested work to be done in two other areas located at Fort Detrick.



**Figure 1 shows some of Ft Detrick's wetlands and a stream located in Area B off from Shookstown Road in Frederick, Md. They were part of the wetland delineation study performed by District planners.**



## **Corps on top of the World Support Arctic Mission**

*JoAnne Castagna, Ed.D.-- New York District*



**Thule Air Base is located in the northwestern corner of Greenland**

Up north near the Arctic circle, nestled between two mountains and surrounded by miles of ice bergs and glaciers stands Thule Air Base in Greenland, the United State's northernmost military installation.

In this remote area of the world you will also find U.S. Army Corps of Engineers personnel who volunteer to stay at the base, months at a time, to supervise new construction and renovation projects to keep the installation's mission fully operational.

Projects have included an aircraft runway and taxiways, a new living quarters, a fire fighting training facility and most recently a new medical center.

### **Thule Air Base, Greenland**

Greenland, a Province of Denmark, is the world's largest island, slightly more than three times the size of Texas. It sits 900 miles south of the North Pole between north-eastern Canada and Europe.

Over 80 percent of the sparsely populated island is covered with flat and sloping icecaps and small glaciers. In the northwestern corner of Greenland, in a coastal valley, is Thule "Two Lee" Air Base - "Thule" is Latin for northernmost part of the inhabitable world.

The air base is home to hundreds of personnel, including active-duty Air Force members, U.S. contractors, Danish personnel and Greenlandic personnel.

### **New Medical Center**

Earlier this winter, Thule Air Base unveiled its new state of the art structure, a single story, 1,900 square meter area medical center built by the Denmark-based firm GC/MTHøjgaard under a design/build contract and supervised and quality assured by the U.S. Army Corps of Engineers, New York District.

The base was in need of a new medical center because the old one was built 50-years ago, and was becoming expensive to operate; and was located far from current housing facilities of the main base population. "The new facility will save the U.S. Air Force a great deal of money in costly utility services," said Col. John S. Haven II, 821st Air Base Group Commander.

Besides saving the base money, the base's personnel, as well as residents of local West Greenland communities, will benefit by the new facility's services.

"Some of the new services the medical center provides that are unique to this region include outpatient care, inpatient and surgical services, mortuary facilities, and digital x-ray services that will provide lower radiation dosages, a quicker product to doctors, and no adverse effects to the environment," said Capt. Corey Baker, 821st Support Squadron Medical Liaison Officer.



**Thule Air Base - New Medical Center (Photo by Resident Office, USACE)**

## Construction in an Arctic environment



**Preparing and insulating the building foundation (Photo by: Resident Office, USACE)**

"Construction at Thule is a great challenge. The weather is severe. The construction very unique, fast paced, and a lot of logistical challenges," said Joseph "Jerry" Valade, Team Leader, USACE, Ft. Drum Resident Office, New York District.

Valade is familiar with the working conditions at Thule because he has worked on various construction projects at the base, both as a military officer and civilian employee for the last 20 years, sometimes working on the installation for months at a time.

Valade was the on-site manager for the new medical center and worked with other on-site Corps engineers including Sudha Brown from the Corps' Europe District and Sterret Daniels from New York District.

Construction of the center took place from May 2003 to October 2004 only during the summer and fall months. "There is a limited exterior construction season, between June and mid-September, because Thule is above the Arctic Circle."

"They have 24 hours of sunlight from June through August and 24 hours of darkness from November through February," said Valade. "During the summer period high temperatures are in the mid 50 degree range. During the winter season they experience storms and the weather is too severe to work outdoors."

It was during the warmer summer months that the team was able to receive their construction materials. During the summer, Greenland's frozen shipping lanes can be broken up to allow supply ships in. The island is locked in by ice nine months out of the year.

The materials they used to build the new facility included pre-insulated metal panels for the underside of the flooring, walls, and roof and a composite gypsum and a metal decking system for the interior floors.

Due to the harsh Arctic environment, the medical center had to be constructed differently than a typical building. Two-thirds of the northern portion of Greenland, where Thule is located, is covered with 6-12 feet of permafrost, permanently frozen ground at variable depths below the earth's surface.

"Due to the presence of permafrost most structures in Thule are elevated and this includes elevating the medical center," said Valade. "If buildings are not constructed off of the ground or have air corridors separating the buildings from the ground, the heat from inside the buildings can melt the permafrost and the buildings can sink."

"Overseas projects can be very challenging, allowing you to experience different cultures, visit various parts of the world that other people only dream of, and most importantly, broaden your construction skills and experience," said Valade.

"As the on-site manager I had to be self-motivated and learn how to make fast decisions and work independently," he added. "The satisfaction of completing a project under severe climatic conditions in such a remote area of the world is a project engineers dream."

The construction work on the medical center was performed in collaboration with a team of other agencies.

"The working relationship between the agencies was very good. Due to many challenges including Thule's limited logistics, severe weather, unique construction activities and short construction season construction issues had to be resolved quickly," Valade added. "All of the agencies involved expedited resolutions of issues to keep the construction project moving on schedule."

"We appreciated the Corp of Engineer staff member on site who provided constant oversight of the construction," said Haven. "The partnership produced a great finished product that we, at Thule, are extremely proud of."

For additional information about Thule Air Base, visit their web site at: [www.thule.af.mil](http://www.thule.af.mil) or the U.S. Army Corps of Engineer's military construction program, contact author Dr. JoAnne Castagna at email: [Joanne.castagna@usace.army.mil](mailto:Joanne.castagna@usace.army.mil)

Dr. JoAnne Castagna is a technical writer with the U.S. Army Corps of Engineers, New York District.

### ***North Atlantic Division Chiefs of Planning and Policy Meet***

*Mark Mansfield, Norfolk District*

On October 5-6, 2004, the North Atlantic Division (NAD) Chiefs of Planning and Policy met for a two-day offsite in Virginia Beach, Virginia for the purpose of integrating the various components of the NAD Planning and Policy Community of Practice (CoP). Included were discussions on the basic concepts of CoPs, relationships of the Planning and Policy CoP with the Programs and Project Management CoP and Engineering & Construction CoP, a standard operating procedure (SOP) for the Planning and Policy CoP, integration of Regional Technical Specialists (RTS) into technical and policy review, and a decision document SOP. Individual topical areas included the USACE National Planning Center of Expertise for Hurricane and Storm Damage Prevention Center, Regional Sediment Management and the Planning Excellence Program (to include the Planning Associates Program, Master's Degrees in Water Resources Planning, and Planning Core Curriculum training) and P2 automated PMBP information systems. All discussions were focused on and consistent with ensuring a fully trained and competent capable work force, organized within the concepts of the U.S. Army Corps of Engineers 2012, using ER 5-1-11 USACE Business Processes, ER 1105-2-100 Planning Guidance Notebook, and the Corps Environmental Operating Principles as metrics. As members of a Learning Organization, the following actions are the next steps in the process; joint meeting of the Planning and Policy CoP RTS and Engineering and Construction CoP RTS in Philadelphia in October 2004 and NAD Chiefs of Planning and Policy meeting in December 2004.

## **CULTURAL RESOURCES**

### ***The Cultural and Historic Resources Sub Community of Practice Meets in Salt Lake City***

*Michele L. Hope, Buffalo District*

The Cultural and Historic Resources Sub Community of Practice of the Environmental Community of Practice (CoP) met in Salt Lake City on March 29-30, 2005. Corps archeologists and cultural resources program managers have been meeting annually as a group for over 27 years. With the creation of Communities of Practice, it was natural for this group to become the Cultural and Historic Resources SubCoP. It is one of the resource groups where CoP actually formalizes what has been an exchange of Best Practices for almost three decades.



Paul Rubenstein, HQ Archeologist, who was detailed to Iraq in January, organized the meeting. Karen Krepps of the Detroit District facilitated this year's meeting in his absence. Topics included status reports on:

- The Regulatory Program's Appendix C,
- Corps support for GSA on the African Burial Ground Project in New York City,
- BRAC and land transfers,
- Saving the U.S. Snagboat Montgomery,
- Tribal partnerships on data recovery projects and emergency site stabilization,
- DoD Legacy Program, and
- A panel discussion on the Sec. 203 Tribal Partnership Program.

Informal discussions with headquarters, division, district, and CX staff provided invaluable feedback. USACE 2012 identifies CoPs as integral to the concept of establishing the USACE as a learning organization. This SubCoP functions, in the best sense, in the way USACE 2012 intended.

## PLANNING CENTERS OF EXPERTISE

Here is an update to the Centers personnel and websites. Since the previous version (December 2004 issue of Planning Ahead), there have been three changes: both the Inland Navigation and Ecosystem Restoration websites have been changed and Kevin Craig has been added as the Technical POC at the Water Management and Reallocation Center in the Southwestern Division.

National Center / Website	Director	Technical POC
<b>Inland Navigation</b> <a href="http://inlandwaterways.lrh.usace.army.mil">http://inlandwaterways.lrh.usace.army.mil</a>	Theodore Brown CELRD-PDS-P (513/684-2974)	Dave Weekly CELRH-NC (304/399-6955) and Paul Hanley: CELRD-PDS-P (513/684-3598)
<b>Deep Draft Navigation</b> <a href="http://www.sam.usace.army.mil/ddncx/">http://www.sam.usace.army.mil/ddncx/</a>	Wilbert Paynes CESAD-CM-P (404/562-5220)	Ken Claseman CESAM-PD-FE (251/694-3840)
<b>Flood Damage Reduction</b> <a href="http://www.iwr.usace.army.mil/floodweb">http://www.iwr.usace.army.mil/floodweb</a>	Robert Mooney CESPD-PD-TP (415/977-8171)	Clark Frentzen CESPD-PD-TP (415-977-8164)
<b>Hurricane and Storm Damage Prevention</b> <a href="http://www.nad.usace.army.mil/">http://www.nad.usace.army.mil/</a>	Joe Vietri CENAD-PM (718/765-7070)	Larry Cocchieri CENAD-CM-PP (718/765-7071)
<b>Ecosystem Restoration</b> <a href="http://el.erdc.usace.army.mil/ecocx/">http://el.erdc.usace.army.mil/ecocx/</a>	Rayford Wilbanks (acting) CEMVD-RB-T (601/634-5847)	Dr. Dave Vigh CEMVD-RB-T (601/634-5854)
<b>Water Management and Reallocation</b> (site under development)	JoAnn Duman CESWD-PDS-P (469-487-7065)	Kevin Craig CESWD-PDT (469/487-7045)

Ken Claseman from our Deep Draft Navigation Center suggested it would be valuable to have links to the Planning Centers of Expertise on the Planning and Policy webpage. This suggestion has been forwarded to CECW-P for consideration. Dave Vigh from the Ecosystem Restoration Center suggested a regular column called "National CoP Update" be included in Planning Ahead. This suggestion is also being actively considered. Dr. Vigh has also volunteered to provide an article for the May edition of Planning Ahead on some of his Center's structural/alignment changes.

For additional information on the Planning Centers of Expertise or to offer to provide an article on one of the Centers, please contact Ted Hillyer at: [Theodore.M.Hillyer@usace.army.mil](mailto:Theodore.M.Hillyer@usace.army.mil)





**Mr. Robin Mooney**

This month, *Planning Ahead* spoke to Mr. Robin Mooney, Leader of the Planning and Policy Team in the South Pacific Division. Robin started his career with the San Francisco District in early 1970, after receiving his degree in Civil Engineering from San Jose State University. After completing a rotational training program, he became a member of the Environmental Branch and eventually became chief of that organization. He also served as Chief of Navigation and Coastal Planning and Chief of Planning under a variety of organization titles - finishing his District career as Assistant Chief of Planning and Engineering. In 1988, he transferred to the South Pacific Division as Chief of the Environmental Resources Branch, served as a special assistant to the Division Commander for project management, some time in the then new Project Management organization, became Chief of Plan Formulation and eventually Chief of the Planning and Policy Division. He is presently the leader of the Planning and Policy Team. He says that with the co-location of the San Francisco District and the South Pacific Division, his entire career now has one mailing address - but through the countless reorganizations he has held about 18 positions.

***Planning Ahead:* What excites you about being a leader in the Planning Community of Practice?**

Communities of practice are about the development and maintenance of our expertise. Whenever I am involved in meetings with the districts or participating in the various workshops, I am constantly amazed at how bright and energetic the new planners are that have joined the Corps. I take pride in being able to participate in providing opportunities that furthers their development as planners. Communities of practice are also about the development of relationships. You accept lessons learned from those that you trust and you trust those with which you have personnel relationships. Bringing members of the community together to forge these relationships is very important and I savor the opportunities when I am able to facilitate these activities as well, such as our annual SPD Planning Workshop, which is celebrating its 25th consecutive year.

***Planning Ahead:* What was the defining moment of your career? Every phase of my career has brought excitement and different challenges.**

The single most defining moment, however, was probably in 1976. I was in the Environmental Branch in the San Francisco District and selected to serve on a four-person team to develop regulations for incorporating environmental considerations into the planning process. This was a seven-week assignment in Washington (2 weeks writing and 5 weeks arguing with the Headquarters staff) where I developed a great familiarity and appreciation for the planning process set forth in the Principles and Standards. Those were the days when Environmental Quality was a co-equal objective to National Economic Development. When I left for the assignment I knew little about planning beyond the environmental resources function, when I returned, I was a planner. I then led study teams in the San Francisco District through the planning process even though I was not a study manager but represented the environmental function on the team. From this experience I learned many things, including: 1) the developers of guidance are not the all-knowing gray beards that we might like them to be, 2) there is usually a tremendous amount of gray area in our guidance and we need to be creative in working with it, 3) I gained a great appreciation for situational leadership where leadership is bestowed by the team based upon the expertise and vision that a person brings to the team rather than grade or position, and 4) the planners role is one that emphasizes creativity and problem solving - a role that I have greatly enjoyed throughout my career.

***Planning Ahead:* Having been in both functions, how would you compare planning and project management?**

I am convinced that planning is the creative engine that drives the Corps. I always compare the difference between a planner's role and a project manager's role to the difference between the director and producer of a movie. The project manager is responsible for obtaining the financing and managing the funds and schedules similar to the producer. The planner has the vision and is the creative force behind development of a project similar to the director. When I supervised study managers in the district, they did both roles. And with the advent of WRDA 1986 cost sharing, we concentrated heavily on the project management part of the job. As a result, our ability to actually perform planning suffered. This loss of capability ultimately resulted in such initiatives as the Planning Core Curriculum and the reinvention of the Planning Associates Program. A planner must be a leader - leading the team through the planning process. This creative process is where the fun is.



***Planning Ahead: If you could pass along one best piece of career advice to aspiring planners, what would it be?***

Take advantage of participating in national activities. While I have never lived far from where I was born, I have gained a tremendous amount of confidence by serving on national task forces, committees and teaching teams. There is nothing like having the responsibility to teach something to make you an expert and traveling around soaking up the experiences of others adds to your expertise. With the further implementation of the community of practice concept, these opportunities should increase. My biggest regret is that I did not take the opportunity to participate in the Planning Associates program. I was always committed to the critical project de jour. If you wait for the time to be right, it just won't happen. Participating in the development and delivery of the new planning associates program has been one of the highlights of my career and I have been living vicariously through those who are now on the program and have recently graduated. The opportunities that this program provides are beyond measure.

As a parting shot - find your passion, have fun in what you do and don't wait until the end of your career to start thinking about the legacy that you will leave.

Correspondent's Note: After 35 years of Federal service, Robin will retire in June 2005. Please join me in wishing Robin and his family best wishes and congratulations on his "graduation". Ken Orth

## **PLANNING TECHNICAL SPECIALISTS**

### ***Planning on the Front Lines: Introducing Jeanne Musgrave, Kansas City District***

Hello, I am pleased to be the reporter for this column of *Planning Ahead*. The column features a Regional Planning Specialist sharing his or her experiences. I welcome volunteers and feedback on the column.

Susan Durden, IWR

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#### **Key Words**

Flood Damage Reduction

HEC-FDA Risk and Uncertainty Analysis

Water Supply

#### **Professional Biography**

After receiving my BS degree in Economics from Cal Poly Pomona, I moved from Los Angeles back to Kansas City and started my Corps career in 1978 with the Kansas City District as a Regional Economist. In 1985, I moved to Omaha, NE, left Federal service, and worked in the health care industry doing business and strategic planning for a hospital system. After that four-year break in service, I resumed my career with the Corps in 1989 as an Economist in the Planning Division at the former Missouri River Division office in Omaha (now a regional office in Northwest Division). In 1993 my husband transferred from Omaha to Kansas City, and I was fortunate to be able to continue working for Missouri River Division in an alternative work site arrangement at the Kansas City District office. In 1994, I accepted a permanent position with the Kansas City District in Planning-Economics (full circle, back to my roots). In early 2003, I was appointed team leader and "Technical 13" in Economics.

#### ***"Tell me about your job."***

As team leader in Economics, Plan Formulation Section, my role is to facilitate the successful completion of the economic analyses accomplished in the District, ensuring that we are using appropriate methodologies in conformance with policy and guidance. Most of my economics work in the Kansas City District relates to flood damage reduction, water supply, and dam safety analyses. Currently, the District has several studies ongoing in which we are evaluating older existing urban levees/floodwalls that protect highly developed urban commercial and industrial areas in Kansas City, Missouri and Kansas City, Kansas, in St. Joseph, Missouri, in Topeka, Kansas, and in Manhattan, Kansas. Being a Technical 13 also means I

am considered a "regional asset", and a certain portion of my work is necessarily outside the Kansas City District. Examples of recent out of district work includes completing two 905b water supply studies for Louisville District, and serving as independent technical review team leader and economics reviewer for a Columbia River 905b study. I also serve on the Northwest Division Regional Economics Technical Board (RETB) and work on RETB initiatives. The NWD Division Economist chairs the RETB and a senior economist from each of the five districts in NWD is a member. Our RETB was formed to assure a robust economic capability across the Northwest Division and to assure that all NWD economic studies are performed using the best technical practices.

***"As a Regional Technical Specialist what is the most important, challenging, exciting thing you have done?"***

In the Kansas City District, my most challenging opportunity has been as economics team member for the Kansas City, Missouri and Kansas Feasibility Study. This is a very large and complex study and our team members had never before been involved in a study to evaluate current performance of an existing system of levees and floodwalls. The study encompasses seven major urban levee/floodwall units located at or near the confluence of the Missouri and Kansas Rivers. The study area includes portions of the Kansas City metropolitan area in two states, and the study has four local sponsors. We are using HEC-FDA for the study and the team has worked closely to ensure appropriate and adequate incorporation of all the H&H, Geotechnical and Structural data for the identified areas of risk for each unit in order to characterize the existing condition of the levee/floodwall system. The complexity of the system and of the study has forced us to operate as a real team in order to be successful, and, in my mind, it has absolutely demonstrated what good teamwork, cooperation, communication, and team synergy can accomplish. At the former Missouri River Division, my most challenging opportunity was as an original study team member for the Missouri River Master Water Control Manual Review and Update. An objective of the study was to develop a water control plan that meets the contemporary needs of the basin and its many stakeholders and complies with environmental laws. I was responsible for developing and analyzing impacts to water supply that would occur with the different operating plans under consideration. Water supply impacts include impacts to the power plant, municipal, irrigation, public, and domestic water supply intakes located in the large upstream reservoirs and in the upstream and downstream river reaches.

***"What lesson learned would you like to pass on?"***

Communication and information sharing are of the utmost importance. Interestingly enough, I guess my own lesson learned is one of the same lessons I have through the years tried to instill in my youngest daughter (now 18-years old) - "Information please; keep me informed!". We cannot work in a vacuum and what we do as individual team members likely impacts almost every other study team member's work in some fashion, and the product as a whole, too. Keeping everyone informed every step of the way, whether in meetings or in individual conversations, helps preclude those unexpected surprises at the end of the study process and definitely makes for a better quality product. I am continually learning from every team member with whom I communicate, and as a result of that communication I am ultimately compelled to look at things differently, not just from my perspective as an economist.

***"Who do you want to say hello to?"***

Hello and a big thank you to all my past and present colleagues who have mentored me and assisted with helping me grow as a water resources economist, and a hello and a "look forward to working with you" to all of you whom I have not yet had the pleasure of meeting.

## **PLANNING ASSOCIATES UPDATE**

### ***Catch a Wave and Rollin' on the River***

The Planning Associates (PAs) are back at their home districts now, but before, they spent a week learning about Deep Draft Navigation in Tampa, Florida, and a week learning about Inland Navigation in Huntington, West Virginia. Craig Evans of MVP describes the PA's experiences at these two sites.

"The purpose of Federal navigation projects is to facilitate the movement of vessels and the transportation of cargo. Benefits come from reducing transportation costs. Federal participation in navigation projects is limited to general features such as channels, turning basins, protective works, and locks and dams; non-federal stakeholders are responsible for ves-



**PAs at the Florida Aquarium in Tampa Bay, Florida. Standing left to right: Dan Abecassis (SAJ), Tim Murphy (SAJ), Jeremy Ladart (SAM), Ken Claseman (SAM), and the PAs.**

sel berths, loading and unloading facilities, and other land-side facilities necessary to access the federal features. The Corps performs the operation and maintenance for all Federal features, including dredging the channels to maintain their depth."

"The inland navigation system includes the river systems, such as the Ohio, Mississippi, and Columbia rivers, and the Gulf and Atlantic Intracoastal waterways. The Great Lakes navigation facilities are also considered inland navigation. "Deep draft" refers to all other waterways and harbors that are not part of an "inland" system, regardless of depth."

"The Planning Associates courses included field trips to Tampa Bay and the Florida Aquarium, Tampa Bay, as well as a trip to the

Kanawha River to see the Marmet Lock under construction and take a boat ride from Charleston, West Virginia downstream to Winfield Lock and Dam (see photos)."

"The Corps' navigation mission is dealing with some challenging issues. In Tampa, we met with representatives of three local port authorities who stressed the need for systemic transportation planning. Maintaining several ports of various sizes is important, and waterborne transportation is only part of the picture. Moving goods to and from coastal ports requires adequate rail and highway capacity, and integrated planning is needed to improve the system. In Huntington, we heard from shippers who are concerned about continued reliability of the locks and dams. Aging structures and limited funding for maintenance and repair are posing problems for customers who rely on just-in-time deliveries of fuel and materials. Future planning efforts will need to address these concerns."

"The Planning Associates will travel in May to Philadelphia, Pennsylvania, to learn about hurricane and storm damage reduction, followed by a week in Davis, California to focus on flood damage reduction."



**PA's at Marmet, WV Lock and Dam.**



**Kanawha River near Marmet, WV**

## ***What has the Planning Associates Program Done for Me?***

Noel Clay (SAW) is the this month's featured PA.

"As a member of the PA Class of '03, it's hard to believe the Class of '05 is already well under way. I enjoy reading the articles from the most recent class. It reminds me of all of the wonderful challenges and experiences that I had the opportunity to take part in during my time with the program. It also makes me a bit envious! The PA program leaders have done a great job in adapting the program to take into account the suggestions made by each graduating class. I think the



improvements have made the program even more valuable. I know that a few of us graduates are ready to sign up for a "refresher course!" Our families and coworkers may object to another year of upheaval, however, I think they would all agree that the value to the individual, and the Corps as a whole, was certainly worth the time and commitment. Personally, I feel as though I gained a depth of knowledge from throughout the Corps complex that could have taken an entire career of planning experience to obtain. This unique program provided me with access to the experts in all of the major mission areas and allowed me to learn from those who have spent their life developing and fine-tuning their expertise."

"Soon after graduating, I was selected as Wilmington District's Chief of Planning Services Section and my planning skills were put to the test. The Wilmington District has a wide variety of civil works projects that keep us busy and challenged! We have a wonderful mix of studies in both the more traditional areas, as well as some projects in areas that are new both



**SAW Planning left to right: Richard Lewis, Rosemary Burke, Frank Snipes, Frank Reynolds, Doug Greene, Ray Batchelor, Carolyn Greer, Tara Williams, Bobby Willis, Noel Clay, Allan McDuffie, and Bob Finch.**

in subject matter as well as the approaches and processes used. I have been fortunate to have both a management team and planning team that are enthusiastic about tackling these projects and creative in their approaches to addressing new problems. Probably the biggest challenges that we face involve balancing the needs of various sponsors and stakeholders while striving to determine the alternative that best serves the interests of the Nation as a whole. My team of planners and economists has done an amazing job of collaborating with external agencies and groups in an effort to ensure that our planning process becomes more transparent. They have also embraced our Division's regionalization efforts and are actively working together with other Districts to assemble the best combination of team members to work as a virtual project delivery teams."

"I am thoroughly enjoying these new challenges in my current role and feel fortunate to be part of such a dynamic team."

## PLANNING WEBS AHEAD

### *CoP Page Ahead!*

Premier Corp's planners are hunkering down to develop a national planning CoP page. Ken Orth, IWR's Planning CoP Team Leader recently sought ideas and input about appearance, content, and links. A good starting point guide for designing government web pages is the Useability.gov web page. And the article--Creating Web Site Designs Based on User Expectations and Feedback, is also very useful. Step 1 is audience definition, where Buffalo District's Jon Brown (03' PA) said "our page has two main audiences--the public and Corp's planners." Jon uses refdesk.com as his home page and really likes the appearance and he finds everything there. "I like one stop shopping with everything I need right there and well organized. We really need current policies posted in one place, so you can easily get the document you need. Somebody should be doing this, and we need to have a consistent look with other Corps pages."

Dan Abecassia, Jacksonville District, would like to have planning documents posted on a common shared drive. "It'd be great if we could provide documents for information and review and not have to go to an FTP site." And feels there should be a well-maintained national website, so that inquiries are addressed with consistency.

Steve Yamamoto, Hawaii District, thinks it should be simple: "I'd like to see a lot of easy to find links, for example I recently went to the planning web pages and I wasn't able to find the *Planning Ahead* Newsletter." So "make things easy to find," and maybe even include "links to past PA think pieces." Good design is striking a balance between competing needs like utility and aesthetics. Maintenance of our web pages is also a design consideration, as dead links are very frustrating. Practicing planners abreast of planning issues should be responsible for planning page upkeep. But few planners are state-of-the-art web page designers, so design will probably have to be contracted.

Finally, accessing current policy was everyone's concern, and Jon Brown added "it should be in a format that allows me to copy and paste into other documents." All planning web page users' comments and suggestions are welcome, so feel free to e-mail them to Ken.

IWR's Planners' Resource Web:

<http://www.iwr.usace.army.mil/iwr/plannersweb/>

Useability.gov:

[http://www.usability.gov/methods/data\\_collection.html](http://www.usability.gov/methods/data_collection.html)

Internet Working:

[http://internettg.org/newsletter/june98/web\\_design.html](http://internettg.org/newsletter/june98/web_design.html)

Planning Ahead Newsletters:

<http://www.usace.army.mil/inet/functions/cw/cecwp/news/news1.htm>

RefDesk.com (Beware of pop-ups!)

<http://www.refdesk.com>

## PLANNING CoP CALENDAR

**Planning Ahead submission deadline**.....third Thursday every month

**2004 Planning Award winners selected**.....May 2005

**Planning Centers of Expertise Leaders' Meeting**.....Spring 2005

**Request for 2006 Planning Associate nominations**.....June 2005

**Planning Advisory Board Meeting hosted by SWD**.....October 2005

If you would like to post an item to the monthly calendar, please contact Monica Franklin at [Monica.A.Franklin@usace.army.mil](mailto:Monica.A.Franklin@usace.army.mil).

## WANT TO CONTRIBUTE TO PLANNING AHEAD?

This newsletter is designed to improve the communication among all the planners and those we work with throughout the Corps. We hope that future editions will have mostly information and perspective from those of you on the front lines in the districts. We hope that these notes become a forum for you to share your experiences to help all of us learn from each other. We can't afford to reinvent the wheel in each office. We welcome your thoughts, questions, success stories, and bitter lessons so that we can share them on these pages. The articles should be short (2-3 paragraphs) except in some cases where you just have to say more, and should be a MS Word document. We highly encourage that you send pictures to accompany your article.

**The deadline for material for the next issue is 27 May 2005.**

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(Editor's Note: In the email address, the character following the @ sign is a lowercase "L". This is also true for the single line of text. The character immediately following "subscribe" is also a lowercase "L". If these are not typed correctly, you will receive an error message.)

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Joy Muncy	<i>Planning Associates Update</i>	Institute for Water Resources
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To read past issues of Planning Ahead, visit:  
<http://www.usace.army.mil/inet/functions/cw/cecwp/news/news1.htm>